COURSE DESCRIPTION

This course offers a framework for understanding the entrepreneurial process and exposes students to challenges, problems, and issues faced by entrepreneurs who start new businesses. Major objectives are for students to learn how to identify and evaluate venture (e.g., business, non-profits, grassroots) opportunities, develop a venture concept, assess and obtain the required resources, and manage its growth.

Disclaimer: Neither I nor the University are responsible for changes on external websites and we do not endorse any products, concepts, or commercial ads on the external links which are used as part of the class. Thus, if at any time you find that a website has published any inappropriate materials, please notify me immediately.

COURSE MATERIALS

TEXTS & MATERIALS REQUIRED FOR COURSE

PATTERNS OF ENTREPRENEURSHIP MANAGEMENT
4th edition, paperback or eText
By Jack M. Kaplan & Anthony C. Warren Wiley editors

Additional Articles, Chapters and Case Studies provided by Professor Osorio as needed. In addition to the ‘official’ textbook for this class, reading materials for the course will be available as an electronic reading via the class website and or email. You will also be expected to read a newspaper of your choice regularly and be prepared to discuss current events in class. Many newspapers can be accessed on-line so there is no need to subscribe to any particular paper.

CLASS OBJECTIVES

By the end of the course

1. You will have a better understand of the role of the Entrepreneur.
2. You will learn how to go from an idea into a plan to extract value from it.
3. You will be able to identify a situation/opportunity and write a venture proposal to address it through a practical solution.
4. You will learn to evaluate communities as social systems and to develop entrepreneurial initiatives to influence them –i.e., you will gain a general understanding of how business environment “becomes” constituted and how you, as an entrepreneur or venture’s promoter
5. You will acquire basic 'skills to work as part of a team.

This course is for students who exhibit a high degree of self-direction and significant interest in entrepreneurship, and/or economic development. Students will be challenged to work individually and in teams on projects, reports, and research at the intersection of business, community development, urban policy, and socioeconomic development always taking the role of the entrepreneur on the ground sizing opportunities to extract value.

General Objectives

The purpose of this course is to explore the many dimensions entrepreneurship (economic and non-economic) through

1. the exploration of a urban venture opportunity,
2. the use of action research methods, and
3. the development and completion of a “venture” project

The location of the course in Newark, NJ, provides a unique opportunity to have the city become a laboratory for student education in the areas of entrepreneurship. Students in this course will develop plans for entrepreneurial initiatives suited to extract social and / or economic value.

Practical Objectives

• To become familiar with techniques and frameworks to assess venture opportunities and to craft an action plan to capture them.
• To develop the skills to assess a recommendation to create a venture to capture the value of the socioeconomic opportunity.
• To enable participants to identify topics and areas of interest for their future life as professionals.
• To learn to use technology (i.e. web-search, databases) to “see” the world from multiple “perspectives” in multiple ways (e.g., citizen, customer, manager, owner, vendor).
• To provide an opportunity for participants to develop effective managerial skills:
  o written communications skills (i.e. memos, proposals, reports).
  o presentation skills (i.e. presentations, discussions, interviews).
  o team work skills (i.e., team member, team leader).

Class Driven Objectives

• Identify plausible venture ideas and to learn to express them (Ind Hw-2 / 5Pts)
  o Assignment: Present a Problem –Identify a problem and describe it in its basic elements
  o Nature: Individual assignments
• Learn to Craft the entrepreneurial venture’s Goals (Ind Hw-3 / 5Pts)
  o Assignment: Write, as individual, how your problem can be seen as an opportunity
  o Nature: Individual assignments
• Learn to see your opportunity as a Social Venture (Ind Hw-4 / 5Pts)
  o Assignment: Present your problem / opportunity as a social issue to be solved
  o Nature: Individual assignments
• Learn to see your opportunity as a Technology Venture (Ind Hw-5 / 5Pts)
  o Assignment: Present your problem / opportunity as an issue to be solved through
technology
  • Nature: Individual assignments

• Learn to develop a business model (Team Hw-2 / P/F)
  o Assignment: Develop a business model suited to extract value from your venture
  o Nature: Team assignments

• Learn to identify the venture’s market (Team Hw-3 / P/F)
  o Assignment: Write as a Team your venture’s market (describe the place where you plan to open the business), clients (describe who will buy the product or service and why) & competitors (describe what can of product or service may replace yours)
  o Nature: Team assignments

• Learn the basic legal structures to start a venture and related intellectual property issues (e.g., copyrights, trademarks, patents) (Team Hw-4 / P/F)
  o Assignment: Write as Team the venture legal structure and intellectual property requirements
  o Nature: Team assignments

• Learn to identify and manage the resources needed to run a start up (In class activities)
  o Assignment: In class team exercise to present the resources needed to start and run a venture
  o Nature: Individual and Team assignments

• Learn to identify the basic elements needed to be included in any business plan (Team Hw-5 / P/F)
  o Assignment: Write as Team the venture’s the venture proposal back bone
  o Nature: Team assignments

• Learn to write a basic business proposal including all elements –e.g., brief description of the idea, vision, mission, purpose, goals, legal structure, organizational structure, brief description of operations, basic business model, and necessary attachments (Team Hw-6 / 15Pts)
  o Assignment: Team’s venture proposal draft
  o Nature: Individual and Team assignments

• Learn to present a business proposal to possible partners and investors (team Hw-7 / 10Pts)
  o Assignment: Team’s venture proposal presentation
  o Nature: Team assignments

• Learn to integrate all necessary elements to develop a solid business plan that can be used to assess the viability of an entrepreneurial venture including its basic business model, operations, economic viability, and rough basic funding needs (Team Hw-8 / 20Pts)
  o Assignment: Team’s venture final proposal
  o Nature: Team assignments

• Learn to evaluate if a business proposal was developed thru substantive due diligent work (Ind Hw-6 / 10Pts)
  o Assignment: Business proposal evaluation
  o Nature: Individual assignments

COURSE TOPICS
Entrepreneurship is a story of purposefully combining and managing different forms of capital with opportunities, innovation, and networks to take advantage of social and economic opportunities. In this course, I will be your guide to exploring these aspects of the most interesting part of this topic; the socioeconomic processes that sustain ventures. Together we will explore the following topic areas:

PART ONE: GETTING STARTED AS AN ENTREPRENEUR
• Ch 1: The Entrepreneurial Process
• Ch 2: The Art of Innovation
• Ch 7: Special Topic: Social Entrepreneurship
• Ch 8: Technology Entrepreneurship

PART TWO: DESIGNING THE VENTURE
• Ch 3: Designing Business Models
• Ch 4: Analyzing the Market, Customers, and Competition
• Ch 6: Setting Up the Company
• Ch 5: Writing the Winning Business Plan

PART THREE: FUNDING THE VENTURE
• Ch 9: Early-Stage Funding
• Ch 11: Managing Resources—Money and People
• Ch 10: Equity Financing

PART FOUR: BUILDING AND EXITING
• Ch 12: Communicating the Opportunity
• Ch 13: Exiting the Venture

COURSE FORMAT

• The class is writing intensive
• The class will be conducted in a laboratory format, with participants expected to play an active role in discussing the assigned readings.
• Course meets twice per week for 1.5 hours each time in seminar format
• Early in the semester there are more individual reading and discussion to provide foundation for addressing entrepreneurial issues. Later in the semester there is less reading and more involvement in tasks related to team’s final project: a venture implementation plan (e.g., business proposal).
  o First part of the semester: Individual assignments and readings.
  o Second part of the semester: Teams of 4 to 5 students working in an entrepreneurship related assignment (may be modify depending on the course enrollment).
• Textbook, article, or case study required readings are to be done before arriving at the class. Required readings are essential for understanding the topic for each week

CASE STUDY
The case study will be developed from the teams’ final proposal. The analysis of these proposals as a case is to be done individually. This individual analysis is the final project of the class.

CLASS GUIDELINES
You are responsible for your own learning.
You can expect me to be prepared and ready to work each class. I will expect you to be prepared and ready to work each class including being prepared to be called upon to discuss assignments and comment on assigned readings. You are responsible for all assignments and class discussions even if you are absent.

Quality class participation is a significant part of the class’s learning process. Asking good and thought provoking questions is one way of quality participation. You should never hesitate to comment because you are concerned that you are wrong or unsure of your opinion. We all are wrong sometimes. Many of the questions that will be posed in class will be based upon the readings, the cases and the pre-work. Be prepared to comment upon your writings.

Please agree to listen to each other, not necessarily agree, but listen. Try not to interrupt. My role is somewhat different than yours. I will listen, but I also take responsibility for moving the process and the class along. Therefore, I might interrupt a discussion in order to move the class on.

Your attendance affects my evaluation of your class participation (See Attendance & Participation Policy). Any student may, subsequent to Week 10, request –via email– an informal review of my evaluation of their class participation.

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**ATTENDANCE & PARTICIPATION**

Each student is expected to attend *every* class. Many of the benefits of the class will be obtained in the classroom discussions that take place. A student’s absence not only deprives them of the benefits of class discussion, but it also deprives the rest of the class of their participation. If you are not in class you are not participating. If you are in the classroom but you are texting or sleeping or alike you are not participating either. If you are in the classroom at the beginning of the session but leave earlier without letting me know about it ahead of the class you will be recorded as absent and with no participation –even if you make a point of participating before leaving the room.

I will regularly circulate an attendance sheet at the beginning of class, which you should sign. If you are more than 15 minutes late to class, you will be marked absent for the day. Signing the attendance sheet for others is considered academic dishonesty. Attendance & Participation will constitute 10% of your grade. If you are not in class, you are not participating –thus you may not “catch on” on participation by participating more if you missed classes. You are allowed 2 unexcused absences without any penalty. After that, you lose ½ point from your Attendance & Participation grade for each unexcused absence.

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**HOMEWORK POLICY**

Homework is due on the appointed date as per the class schedule. **Missing class is not justification to miss homework.** If there is a homework assigned on a day that you will be absent the homework will still be due on that day regardless. Late submissions will be accepted but 1 point will be discounted for every day that the homework is late. If the homework is late more than 1 week the homework will no-longer be graded YET must be submitted otherwise there will be negative points penalty.

**All homework must be submitted via Blackboard BEFORE the class when it is due.**

Submissions after the class has been started, or after the class –even when submissions are done on the due date- will be considered as submitted 1 day late and will have 1 point deduction. It is your responsibility to ensure that homework is on time. The official submission time will be the Blackboard time stamp.
Individuals Assignments

Each student will work individually in each one of the individual assignments. All the work is expected to be done by the students him/herself. Each assignment has its own due date and will run into the late policies as described above after if submitted after the corresponding due date. If you know that you are going to miss a class where an assignment is due, you must submit the assignment ahead of the class. It is the responsibility of the student to ensure that the assignment is submitted on time, in the right format, and through the correct channel. **Student MUST complete all individual assignments to fulfill the individual assignments requirement.**

Team Assignments

One of the goals of the class is for you to learn to work in teams thus I will help you to do so. To aid you to achieve this objective, the class is framed around your work in a team developing plan to implement your own venture.

Each student will work on a **Venture Proposal** with a team of colleagues. Each team will consist of 4-5 members –this may be modified depending on the course enrollment and proposed project by each team. The project will be presented at the end of the term. Projects come from one of three sources: (1) A project provided by Professor Osorio, (2) An entrepreneurial approach proposed by a team member, (3) Concrete assistance to a local entrepreneur in a specific/project. **Regardless of the nature of the project, all proposals need to be approved by Professor Osorio before the teams start working on them.** Teams MUST complete all assignments to fulfill the team assignments requirement. Assignments are sequential; teams MAY NOT proceed to the next assignment unless they have completed –and get the ok– on the preceding task.

Students must work diligently to be on time to ensure a successful semester.

**Team assignments will be submitted only one per team via Blackboard.** It is the full team responsibility to be sure that there is one submission on time. Multiple submissions by several team members indicate your lack of teamwork and as such will be penalized with 1 point for every unnecessary extra copy that it is submitted. **In addition to the digital submission every team member must have in class one paper copy of the assignment so you can work.** If you do not have your copy then you are not participating in class and you will have an absence for that day.

The teamwork requires you to be prepared and ready to have a constructive conversation every week with the rest of the members of your team. As this is a learning process, you will have feedback to help you improve from your team members. How you learn to use this feedback, and how you provide feedback, is part of your class evaluation. Your progress will be part of your “Attendance, Class Participation, Class Discussion, Teamwork.” You will fill a team evaluation form at the end of the semester. This form will serve me to assess your final team performance will be use to determine your contribution to your final proposal. Nevertheless, do not let this to be your only feedback to me and your teammates about the teamwork. Talk to each other during the semester and let me know as soon as there is a problem so we can avoid a crisis.

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**GRADING & CLASS POLICY**

Grades will be based upon the following tasks/projects.

**Assignments**

There are two kinds of assignments during the semester; individual and team assignments. Individual assignments are design to assess your individual learning while team assignments are set your teamwork and your ability to do collaborative learning.
Individual assignments are:
- Ind Hw-1: About you (P/F)
- Ind Hw-2: Present a "Problem" (5Pts)
- Ind Hw-3: Describe how your problem can become an opportunity (5Pts)
- Ind Hw-4: Describe how your opportunity can be address as a Social Entrepreneurship Venture (5Pts)
- Ind Hw-5: Describe how your opportunity can be address as a Technology Entrepreneurship Venture (5Pts)
- Individual Team assessment -Evaluate the performance of your teammates (P/F)
- Ind Hw-6: Business proposal evaluation (10 Pts)

Team assignments are:
- Team Hw-1 (P/F)
  - team's name
  - list of team members
  - brief description of the venture
  - description of the product or service
- Team Hw-2 (P/F)
  - team's name
  - list of team members
  - brief description of the venture
  - description of the product or service
  - Venture's Business Model
- Team Hw-3: Team’s venture market, clients & competitors (P/F)
- Team Hw-4: Team’s LEGAL STRUCTURE & INTELECTUAL PROPERTY strategy (P/F)
- Team Hw-5 (P/F):
  - Team’s structure of the venture's proposal (i.e., a tentative the table of content of your business plan)
  - Team’s time management plan (i.e., time table with milestones and team members’ responsibilities to finish the business plan)
- Team Hw-6: Team’s venture proposal draft (15 Pts)
- Team Hw-7: Team’s venture proposal presentation (10 Pts)
- Team Hw-8: Team’s venture final proposal (20 Pts)

Pass/Fail assignments will be re-submitted until passed. You may not move forward until you pass that assignment. Assignments with points will only be submitted once for grading. See Schedule for details and dates on the assignments.

All assignments are due as marked on the assignment description and instructions. If there is confusion on dates the earliest date will prevail.

Quizzes
There will be four (4) quizzes taken during the semester. Each quiz is worth 5-points. The grade for the lowest quiz will be dropped. In other words I will only count 3 of the 4 quizzes. If you miss a quiz the grade on that quiz will automatically be 0-points. These quizzes refer to the material that is assigned for reading. This quiz will be conducted either in class or on-line via Blackboard. There is no advance
**warning for quizzes.** Your careful reading of the assigned cases or articles should be ample preparation for each quiz.

**Revision of Grades**

I do understand that there is a chance that I may not have graded you properly. If you need me to review your work I will re-grade the whole assignment. Thus your grade may go down, (if I over graded you), stay the same (if in overall I grade you properly) or may go up (if I under-grade you). Please take this into account if asking for a revision as I cannot guarantee that grades will go up or stay the same as a result of the re-grading. Arguments such as “So-and-so wrote the same and got more points” will require showing the other person’s original work as evidence. If I made a mistake and under-grade you I will correct your points. Likewise if I over-graded the other person I will use that opportunity to correct that work to its proper grade also.

**Extra Credit Assignment(s)**

At my discretion I, will give ONE or more assignment for extra points during semester. The assignment(s) will be announced in class without warning. You will need to be in class the day of the announcement to be eligible to do it. The assignment(s) needs to be submitted on due time to be accepted. I will NOT accept any late submissions for extra credit assignments nor will I accept substitutions if the extra credit assignment is missed. Missing the assignment deadlines may result on missing the whole extra credit assignment.

**Components of Your Grade**

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<th>Description</th>
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<td>IND</td>
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<tr>
<td>I-Hw-2</td>
<td>Present a &quot;Problem&quot;</td>
<td>5 points</td>
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<td>I-Hw-3</td>
<td>Describe how your problem can become an opportunity</td>
<td>5 points</td>
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<tr>
<td>I-Hw-4</td>
<td>Describe how your opportunity can be addressed as a Social Entrepreneurship Venture</td>
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<tr>
<td>I-Hw-4</td>
<td>Describe how your opportunity can be addressed as a Technology Entrepreneurship Venture</td>
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<td>T-Hw-6</td>
<td>Team’s venture proposal draft</td>
<td>15 points</td>
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<td>T-Hw-7</td>
<td>Team’s venture proposal presentation</td>
<td>10 points</td>
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<td>T-Hw-8</td>
<td>Team’s venture final proposal</td>
<td>20 points</td>
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<tr>
<td>I-Hw-7</td>
<td>Business proposal evaluation</td>
<td>10 points</td>
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<tr>
<td>Q-1,2,3,4</td>
<td>Quizzes (in class and / or on-line)</td>
<td>15 points</td>
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<td>Attendance, Class Participation, Class Discussion, Team Work</td>
<td>10 points</td>
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<td><strong>TOTAL</strong></td>
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<td>Extra Credit assignment</td>
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I = Individual work  
T = Team work

There is no curve in this class. Grading for the term is as follows:

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<thead>
<tr>
<th>Grade</th>
<th>Minimum</th>
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<td>A</td>
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<td>B+</td>
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<td>B</td>
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<td>C+</td>
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<td>D</td>
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Take advantage of all the extra-credits as those are your only way to get extra-points to raise your grade. I do not do extra-work, special projects or alike. I also do not do “round ups.” If the grade is “93.9” the final grade is still “93” (i.e., B+) and not “94” (A). Likewise if your final grade is “64.9” you are still at “64” (F) and not “65” (D).

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**ACADEMIC INTEGRITY**

All students are expected to know, understand and live up to the standards of academic integrity explained at [http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers](http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers)

At Rutgers Business School, we must ensure that our students have a solid foundation that is grounded in integrity and respect for basic ethical principles. Rutgers University, in conjunction with RBS, has established an Honor Code that includes this pledge:

“I pledge, on my honor, that I have neither received nor given any unauthorized assistance on this examination (assignment).”

In the future, students may be required to write and sign the Honor Pledge on every major paper, examination and assignment. This Honor Pledge will not displace, modify or amend the standards and procedures set forth in the Rutgers University Code of Student Conduct, [http://judicialaffairs.rutgers.edu/university-code-of-student-conduct](http://judicialaffairs.rutgers.edu/university-code-of-student-conduct), but simply suggest a higher set of standards to which RBS students adhere.

**Plagiarism**

Please cite all your sources and be sure that the presented work is your own work. The university policies on plagiarism are very strict and will be enforced in this class. See link above in academic integrity. All submitted work is expected to be your own original work—I do not tolerate plagiarisms. If you use material from other sources you must use the proper cites—fabrication of cites is a violation of academic integrity.

Also, if you deny others access to information or material it is a breach of academic integrity too.

**Disabilities & Special Accommodations**

If you require any kind of special accommodations you must contact your disabilities coordinator to provide documentation of your disability and to complete the appropriate paperwork (call 973-353-5300 or e-mail famoso@andromeda.rutgers.edu). The Coordinator will generate a Letter of Accommodation (LOA) which documents what accommodations have been granted. It is your responsibility to promptly collect this letter and to present it to me. Without this letter there is not much
that I can do to accommodate you as I am not qualified to assess your needs.

GUIDELINES FOR COMMUNICATIONS

If you need to reach me outside the classroom E-mail or a posting are a quick and efficient ways to communicate with me whether is about feedback you have received on an assignment, or to ask a question about an ongoing exercise. I also do office hours as schedule or if needed we can set a different time to meet. Just stopping by my office outside of office hours, even if I am in, it is not a guarantee of getting a chance to talk as I may have other appointments or issues to deal at that time.

Email

If you need to reach me outside the classroom email is the prefer method of communication with me. It can be used to ask clarifications, exchange files, request appointments, follow up topics from class, etc. I sent all class communications via Blackboard email system. It is your responsibility to make sure that you can access those communications. I have as a policy to answers emails within 24 hours or sooner. I take exception to this response time over the weekends and holidays. While I am often online at night working do not always expect an immediate answer as I often turn of my email to concentrate.

Clean Out Your Rutgers Inbox. If you have your Rutgers e-mail forwarded to another e-mail address, make sure to periodically clean out your Rutgers e-mail inbox. After a short while, e-mail messages will continue to pile up in your inbox, and anyone sending you an e-mail will receive a “User Quota Exceeded” message in return.

If you do not have a Pegasus or Eden account, you should visit the website at [https://netid.rutgers.edu/](https://netid.rutgers.edu/).

If you prefer to use another account instead of your Rutgers account is your responsibility to arrange for all your Pegasus or Eden email to be forwarded to the appropriate address. Instructions are at [https://netid.rutgers.edu/](https://netid.rutgers.edu/).

As a net-etiquette, keep in mind the following points:

- Always include a subject line.
- Remember without facial expressions some comments may be taken the wrong way. Be careful in wording your emails. Use of emoticons might be helpful in some cases.
- Use standard fonts.
- Do not send large attachments without permission –10 Mb is the maximum that the system can hold. Try to do less –much less- than that.
- Respect the privacy of other class members

Discussion Groups

During the semester you will be engaged as a participant in many discussions which are part of your learning experience and your final grade. While participating in these forums, please keep in mind the following etiquette:

- Read all the material before coming to class. Be sure to be an informed conversant before entering the discussion. Be a lurker then a discussant.
- Try to maintain threads rather starting a new topic. This is; keep the track of the conversation.
- Do not make insulting or inflammatory statements to other members. Be respectful of other’s ideas.
• Be patient and listen the comments of other group members thoroughly before entering your remarks.
• Be cooperative with group leaders in completing assigned tasks.
• Be positive and constructive in group discussions.
• Respond in a thoughtful and timely manner.
• **Course material is intended for use solely within the course, and is not for distribution outside the course.**

**Blackboard**

Blackboard (Bb) will be used for class announcements, written assignments and group discussions. Please follow instructions for using Blackboard on the last page this syllabus. The blackboard site is

[https://blackboard.newark.rutgers.edu/webapps/portal/frameset.jsp](https://blackboard.newark.rutgers.edu/webapps/portal/frameset.jsp)

In order to access Blackboard, you must have a NetID and be officially registered for classes. If you have not created a NetID yet, you can do so online at [http://oit.rutgers.edu/accounts](http://oit.rutgers.edu/accounts) by selecting your campus (Pegasus-students, Andromeda-faculty and staff).

If you have forgotten your password, you will need to contact the Help Desk
Camden: 856-225-6274 or help@camden.rutgers.edu
Newark: 973-353-5083 or help@newark.rutgers.edu
New Brunswick: 732-445-HELP or help@nbcs.rutgers.edu

Additionally an Online Students' Guide is available from within your course by first selecting Tools from the left navigation menu and then selecting Manual. Blackboard also provides additional resources at [https://support.blackboard.com/s/student/as/as.htm](https://support.blackboard.com/s/student/as/as.htm)

**NOTE:** Student access to courses in Blackboard is pulled from existing University systems such as the Registrar or Business Office. The primary Blackboard support for students is provided by Newark Computing Services (Hill Hall 109), (973) 353 − 5083 help@newark.rutgers.edu) If a recent change has been made to your account (recently paid or registered) it may take 24-48 hours for these systems to update before access will be available to you in Blackboard. If you have contacted these three offices and you are still having trouble, you should contact the RBS helpdesk for guidance helpdesk@business.rutgers.edu.